

Human Resource Management Report

October 2008

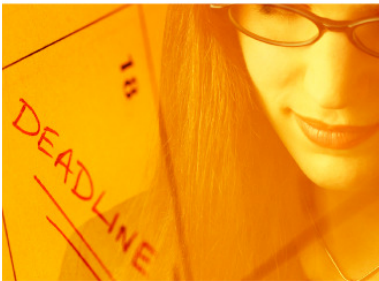
Plan & Align



Deploy



Reinforce



Hire



Develop



Managers' Logic Model for Workforce Management



Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-hire funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Workforce Management Expectations

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce Planning measure (TBD)
- Percent employees with current position/competency descriptions

Agency Priority: High

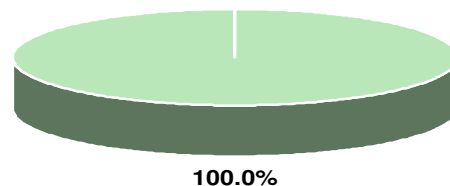
Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors with current performance expectations for workforce management = **144***

Total # of supervisors = **144***

*Represents number of supervisors with performance evaluations due from 7/1/07 – 6/30/08.

Supervisors with Current Performance Expectations for Workforce Management



Data for 7/1/07 – 6/30/08

Source: Agency Performance Evaluation Tracking System

Analysis:

- DOR increased its completion rate in this measure from 96% in FY07 to 100% in FY08.
- The Executive Team is committed to this measure and consistently communicates their support and commitment during senior leadership meetings and internal GMAP forums.
- The Human Resources Division supported divisions in completion of this measure through consultation and providing regular status reports.

Action Steps:

- DOR's Human Resources Division will continue to work with managers of supervisors to maintain its goal of 100% completion.
- DOR will continue to emphasize the importance of performance expectations for workforce management in New Supervisor Orientation.
- DOR will continue to reinforce the connection between employee performance and agency goals through management communications, on-line guidelines, and supervisory training.

Management Profile

Agency Priority: Medium

WMS Employees Headcount = 115

Percent of agency workforce that is WMS = 10.6%

Managers* Headcount = 129

Percent of agency workforce that are Managers* = 12.2%

*Headcount In positions coded as "Manager" (includes EMS and WMS)

** Percentages based on total employee headcount for June 2008: 1,082

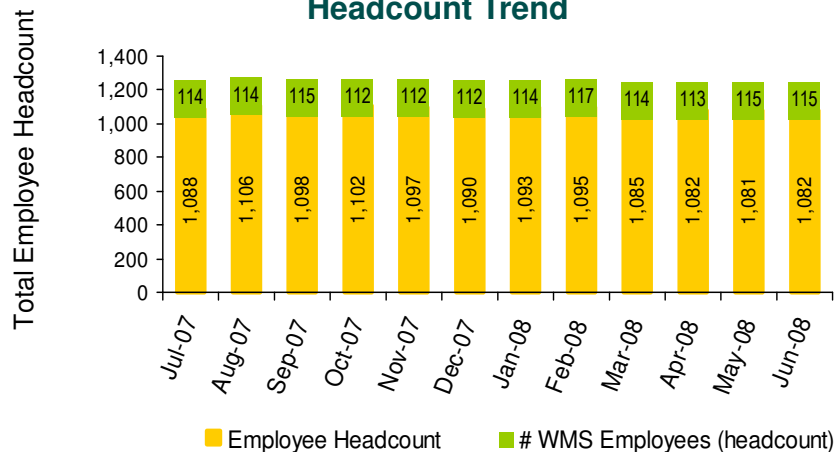
Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

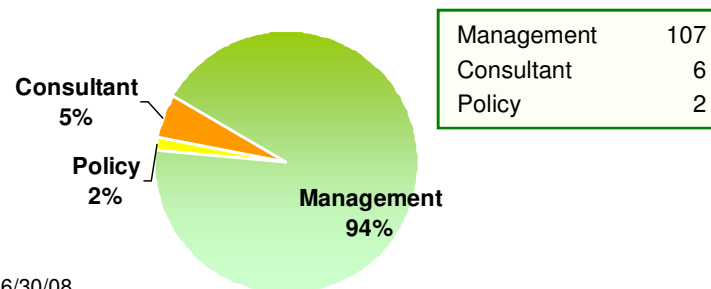
Performance Measures:

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce Planning measure (TBD)
- Percent employees with current position/competency descriptions

Washington Management Service Headcount Trend



WMS Management Type



Data as of 6/30/08
Source: Business Intelligence (DOP)

Analysis:

- DOR experienced a slight increase in the WMS employee headcount and percentage of agency workforce that is WMS.
- The percent of agency workforce that is WMS is slightly higher than our baseline due to one employee filling in on a temporary basis behind a permanent employee on newborn childcare leave. The permanent employee has now returned to her position, decreasing the total count to our baseline of 10.5%.
- The Executive Team is committed to carefully reviewing all requests to add WMS positions to the agency's baseline.

Action Steps:

- Continue increased participation and oversight by Executive Management in assessing WMS position inclusion, rating and banding.
- Continue Executive level review of requests to add WMS positions to the agency.
- Continue to review agency management profile and operations to identify additional opportunities to optimize organization efficiencies.

Plan & Align Workforce

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce Planning measure (TBD)
- Percent employees with current position/competency descriptions

Agency Priority: Low

Percent employees with current position/competency descriptions = 100%*

Total # of employees with current position/competency descriptions* = **1,018**

Total # of employees* = **1,018**

*Applies to employees in permanent positions, both WMS & GS



Completion Rate

Analysis:

- DOR continues to maintain a 100% completion rate for this measure.
- Training on the position description and competency development process was incorporated into the New Supervisor Orientation classes during FY08.
- Review of the position descriptions was included as the first step of the recruitment process to ensure continued 100% compliance.

Action Steps:

- Continue to provide expert consultation, guidance and training to supervisors and managers regarding the appropriate development of position descriptions and competencies.

Data as of June 30, 2008
Source: Agency Records



Hire Workforce

Time-to-fill / Candidate Quality

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures:

- Time-to-hire
- Candidate quality
- Hiring Balance (proportion of appointment types)
- Separation during review period

Agency Priority: Time to hire – Low; Candidate Quality Ratings - High

Time-to-Hire

Average number of days to hire*: **44.9**

Number of vacancies filled: **122**

*Equals # of days from the date supervisor informed HR to fill position to job offer acceptance

Time Period: 07/01/2007 – 06/30/2008

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = **422** Percentage = **73%**

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating “yes”:

Number = **81** Percentage = **98%**

Hiring managers indicating “no”:

Number = **2** Percentage = **2%**

Time Period: 07/01/2007 to 06/30/2008

Data as of June 30, 2008

Source: Agency Requisition Log & SurveyMonkey.com

Analysis:

- The agency's 45 day goal was adopted from the 2005 State Report Card – Government Performance Project, which reported this as the average for Washington State.
- The average time-to-hire rates decreased from 67.9 days in FY07 to 44.9 days in FY08.
- The number of vacancies filled for this reporting period dropped slightly from 130 in FY07 to 122 in FY08.
- The percentage of candidates reported as not meeting competencies may indicate an issue with the questionnaires used to screen applicants.
- The candidate quality survey response rate for FY08 was 73%, up from 24% in FY08.
- 73% response rate may indicate a need to improve internal HR processes.

Action Steps:

- Continue to work with all divisions, especially those with highest days to hire, to streamline the recruitment process without sacrificing candidate quality.
- For those classifications identified as taking the longest to hire, HR will partner with hiring managers to brainstorm ideas for reducing the time spent in the screening and interviewing process.
- Review current internal processes to track the issuance and receipt of surveys and make improvements as appropriate.
- Review and analyze recruitment questionnaires to determine effective candidate quality screening and make changes as appropriate.



Hire Workforce

Hiring Balance / Separations During Review Period

Agency Priority: Low

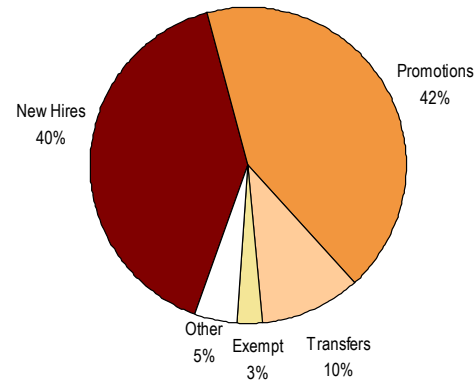
Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures:

- Time-to-hire vacancies
- Candidate quality
- Hiring Balance**
(proportion of appointment types)
- Separation during review period**

Types of Appointments



Total number of appointments = 199*

Time period = 7/1/07 – 6/30/08

Includes appointments to permanent vacant positions only; excludes reassignments

*Other = Demotion and reversion appointments

Separation During Review Period

Probationary separations - Voluntary	7
Probationary separations - Involuntary	2
Total Probationary Separations	9
Trial Service separations - Voluntary	3
Trial Service separations - Involuntary	0
Total Trial Service Separations	3
Separations During Review Period	12

Time period = 7/1/07 – 6/30/08

Analysis:

- Analysis of promotions and new hires reveals a balance in DOR's commitment to developing and promoting internal agency employees and hiring new talent to increase our diverse workforce.
- Analysis of FY07 and FY08 data for the "Other" category shows that DOR has maintained a consistent low percentage of demotion, reversion and elevation appointment actions.
- Separations during review period decreased 60% from FY07.

Action Steps:

- Human Resources will partner with divisions to determine success factors and discover best practices that led to a reduction in the number of separations during review period from FY07 to FY08.
- DOR will continue its recruitment outreach to colleges, universities and professional organizations to build its candidate pool.
- DOR will continue to implement elements of its 10-Point Strategic Recruitment and Retention Plan and its recruitment strategies for "critical job classes."
- DOR will continue to monitor separations and administer exit surveys to employees voluntarily separating from the agency to identify motivating factors and develop strategies.

Data as of June 30, 2008

Source: Business Intelligence (DOP) & agency tracking system

Deploy Workforce

Current Performance Expectations

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures:

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Agency Priority: High

Percent employees with current performance expectations = 97.6 *

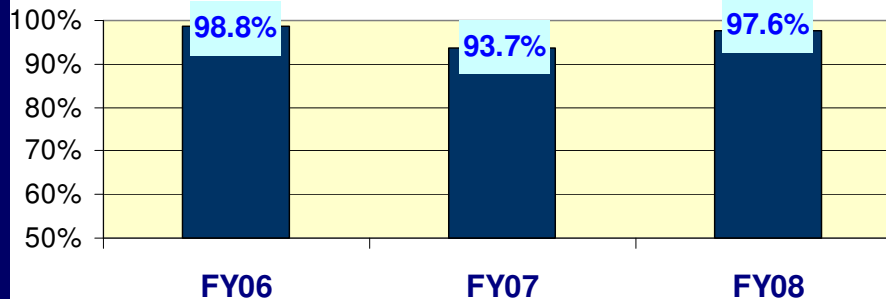
Total # of employees with current performance expectations* = **969****

Total # of employees* = **993 ****

*Applies to employees in permanent positions, both WMS & General Service

**Represents total number of employees with performance evaluations due between 7/1/07 to 6/30/08

Percent Employees with Current Performance Expectations FY06 - FY08



Data as of June 30, 2008

Source: Agency Performance Evaluation Tracking System

Analysis:

- Completion of this measure increased 3.9% since FY07.
- Current agency expectations are to create performance expectations for new employees within 30 days of the hire date.
- Due to HR follow-up, supervisors are doing a better job of submitting performance expectations.

Action Steps:

- DOR will continue to provide consultation and training for managers and supervisors in the area of writing and using performance expectations for workforce development and management.
- DOR will continue to send out monthly reminders to supervisors of evaluation due dates and the need to complete the expectations section of the PDP form.
- Human Resources follows up with supervisors on all evaluations with missing performance expectations.
- Agency management will be reviewing available best practices and tools for measuring quality for this measure.

Deploy Workforce

Employee Survey "Productive Workplace" Ratings

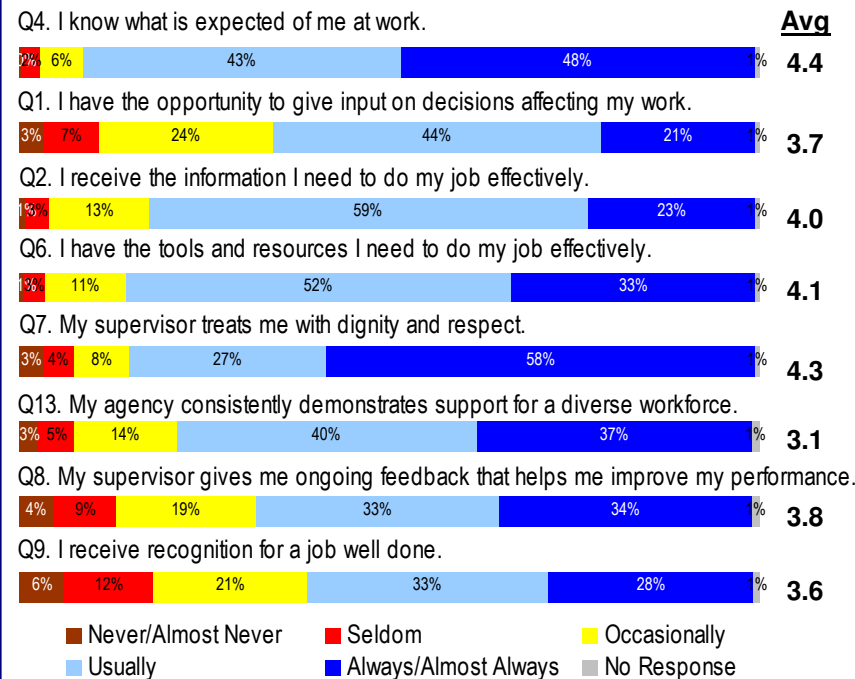
Agency Priority: Medium

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures:

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety and Workers Compensation (TBD)



DOR average rating for Productive Workplace: 4.0

State average rating for Productive Workplace: 3.8

Analysis:

- The 2007 DOR Employee Satisfaction Survey (ESS) incorporated the Statewide Climate Survey while maintaining an 85% response rate and yielding statistically significant data.
- Overall average score for *Productive Workplace* increased by more than + 0.1% from April 2006 to September 2007.
- The largest improvement margin within *Productive Workplace* was a + 0.27% for both question 4 (work expectations) and question 9 (recognition).

Action Steps:

- The 2007 survey results are readily available to all employees on the Intranet and will continue to be communicated.
- Approximately forty Employee Feedback Sessions were hosted statewide in January - March 2008 to chart priorities and action plans at the agency and divisional levels.
- The agency priorities from the 2007 ESS process will be monitored and regularly reported to the leadership team. Divisions will track their own progress toward divisional priorities and have the option to conduct interim measurement of priority areas.

Data as of October 2007

Source: 2007 DOP Climate Survey Results

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

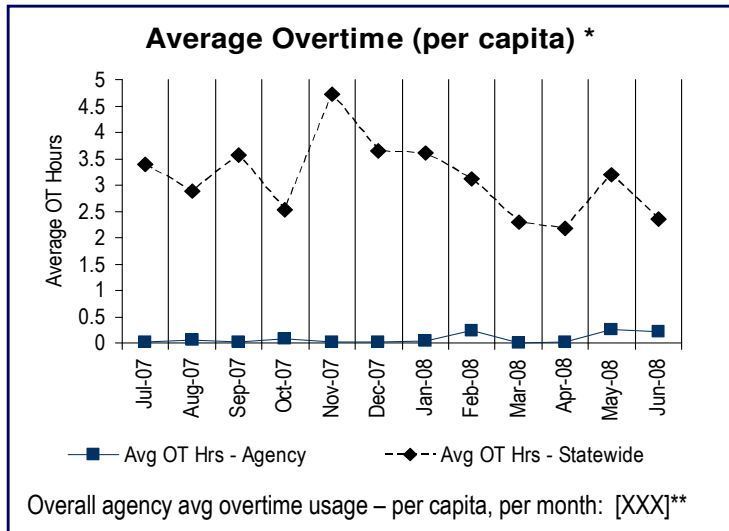
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

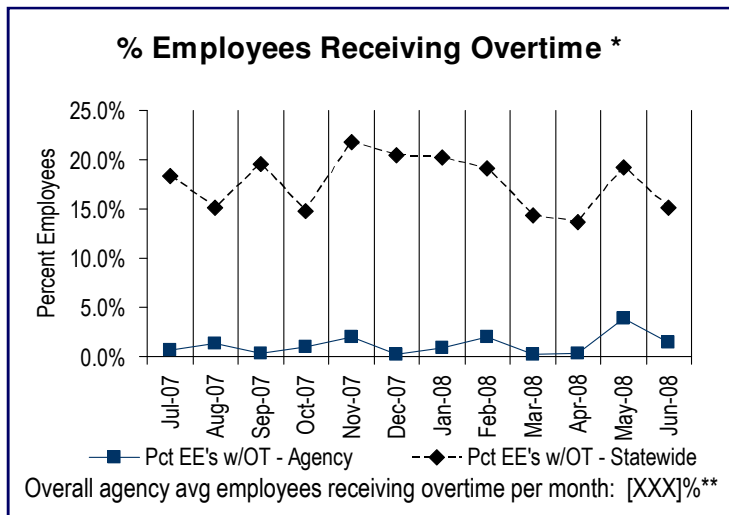
Overtime Usage

Agency Priority: Low



*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



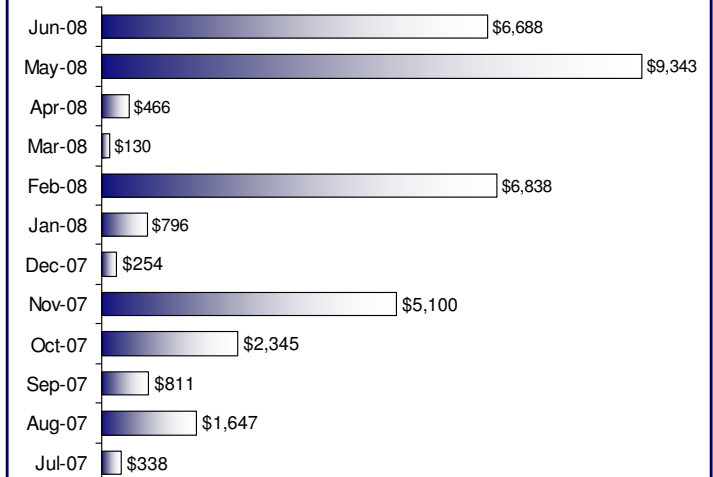
*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/2007 through 06/2008 Source: HRMS and agency information systems

Washington State Department of Revenue

Overtime Cost - Agency



Analysis:

- The Department of Revenue's overtime hours and costs are significantly less than the statewide rates.
- The agency has analyzed its overtime use rates and determined that use of overtime allows the agency to manage peak workloads and achieve it's business objectives.

Action Steps:

- Based on our analysis, we believe our overtime hours and costs are appropriate for the size of DOR and the nature of our work. No targeted actions are planned at this time.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

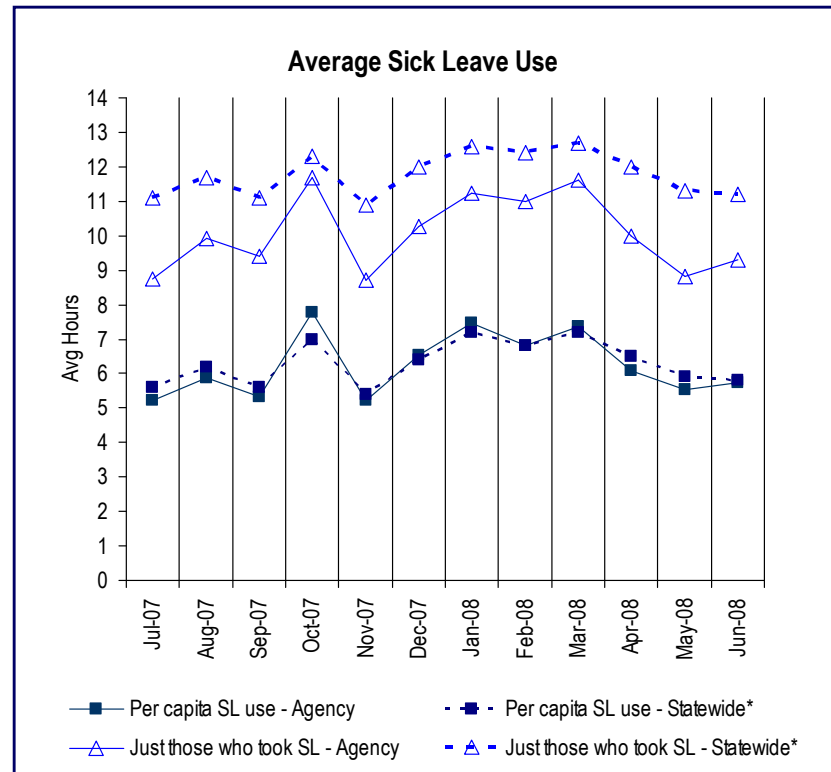
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low



Analysis:

- DOR per capita sick leave use continues to mirror the statewide trend.
- Sick leave usage rate in DOR for just those employees who took sick leave continues to be below the statewide usage rate.
- DOR continues to expand its wellness program.
- DOR included health risk assessment information in the agency's New Employee Orientation, New Supervisor Orientation, and on the agency intranet site during FY08.

Action Steps:

- DOR plans to combine wellness and safety into one committee to coordinate agency activities.
- DOR is currently redesigning the wellness/safety intranet page and will re-emphasize both the health risk assessment and other wellness information.
- DOR will conduct an on-site flu shot clinic in FY09.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.24 Hrs	81.77%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.09 Hrs	128.05%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 06/2008 Source: HRMS and agency information systems



Deploy Workforce

Non-Disciplinary Grievances (represented employees)

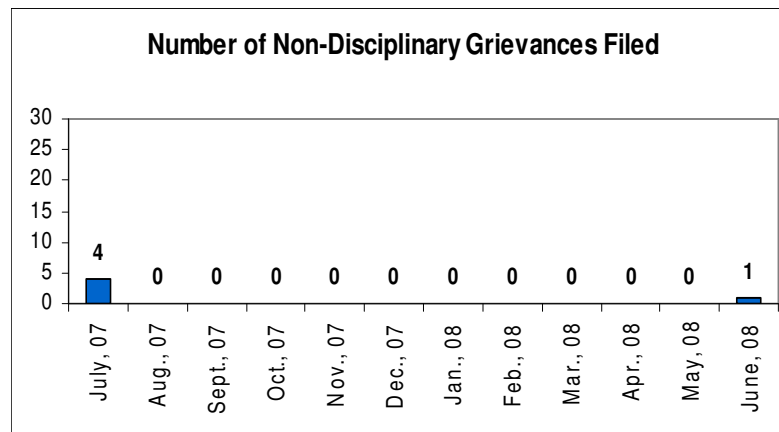
Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures:

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety and Workers Compensation (TBD)



Total Non-Disciplinary Grievances = [5]

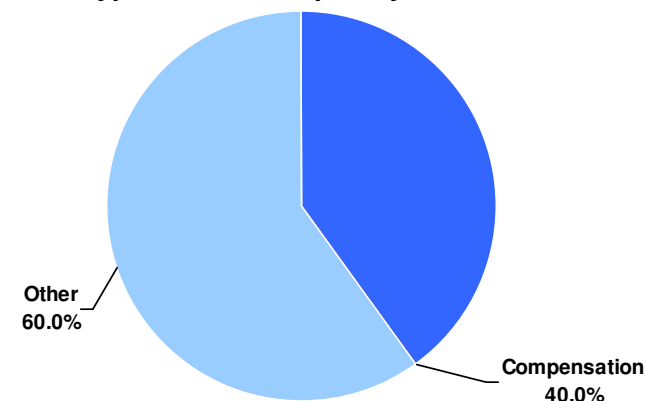
Non-Disciplinary Grievance Disposition*

(Outcomes determined during 7/1/07 through 6/30/08)

- Two grievances (one regarding classification and one regarding compensation) were withdrawn at PARM.
- One grievance (performance evaluation) was withdrawn at Step 1.
- One grievance (job duties) was withdrawn at Step 2.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Type of Non-Disciplinary Grievances



Analysis:

- The Department of Revenue has a very low number of non-disciplinary grievances.
- The Department remained consistent with five non-disciplinary grievances in FY07 and FY08.
- The very low number of non-disciplinary grievances is indicative of effective supervisory expectations, labor relations and contract administration.

Action Steps:

- Continue educating supervisors and managers on effective employee and labor relations principles and methods through the agency's Supervisory HR Core Competency Program.

Data for 7/1/07 through 6/30/08
Source: Agency Disciplinary Tracking Database



Deploy Workforce

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures:

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety and Workers Compensation (TBD)

Filings for DOP Director's Review

Time Period = 7/1/07 through 6/30/08

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = 7/1/07 through 6/30/08

- 1 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

1 Total filing

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

No Director's review outcomes to report

Total outcomes = 0

Time Period = 7/1/07 through 6/30/08

PRB/PAB Outcomes

No Personnel Resources Board outcomes to report

Total outcomes = 0

Time Period = 7/1/07 through 6/30/08

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety

Analysis:

- The DOR claims rate is below the actual projected claims rate.
- The actual DOR compensable claims rate is below the actual projected claims rate.
- Each DOR location has an active Safety and Wellness Committee.

Action Steps:

- DOR will continue to provide comprehensive ergonomic assessments for employees as needed.
- DOR will explore measuring other factors that may give the agency important information about worker safety.
- One of the agency's strategies for 2008-2013 is to improve agency safety by reviewing safety processes and enhancing the safety program to proactively address safety issues for employees across the state.

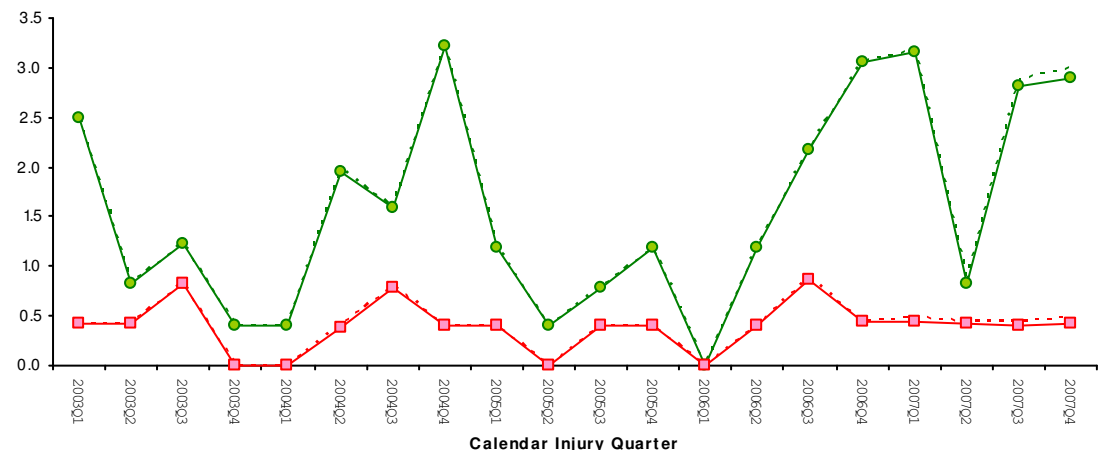
Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate

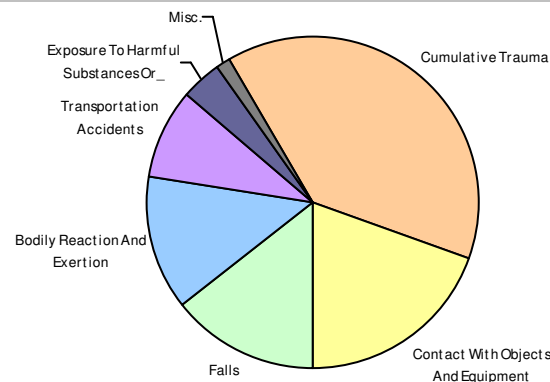
All rates as of 06-30-2008



Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	27
9	Other Events Or Exposures	3

Agency Priority: High

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Individual Development Plans

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures:

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Agency Priority: High

Percent employees with current individual development plans = 96.2%*

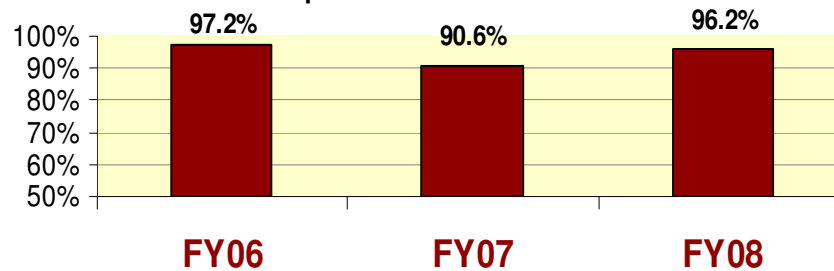
Total # of employees with current IDPs* = 956 **

Total # of employees* = 993**

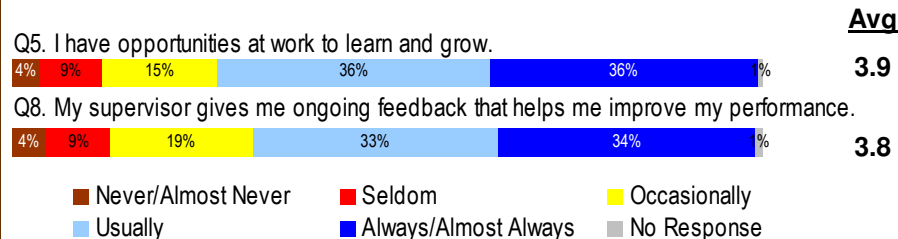
*Applies to employees in permanent positions, both WMS & GS

**Represents total number of employees with performance evaluations due between 7/1/07 to 6/30/08

Percent Employees with Current Individual Development Plans FY06 - FY08



Employee Survey "Learning & Development" Ratings



DOR average rating for Learning & Development: 3.9

State average rating for Learning & Development: 3.7

Analysis:

- The completion rate for this measure increased 5.6% from FY07.
- The completion rate reflects 35 employees without individual development plans.
- Due to HR follow-up, supervisors are doing a better job of submitting individual development plans.
- Overall average score for *Develop Workforce* increased by + 0.13% from April 2006 to September 2007.

Action Steps:

- Continue to provide guidance and training to managers and supervisors in the production and administration of individual development plans.

Individual Development Plans: Data as of June 30, 2008
Source: Agency Performance Evaluation Tracking System

Employee Survey: Data as of October 2007
Source: 2007 DOP Climate Survey Results



Reinforce Performance

Current Performance Evaluations

Agency Priority: High

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures:

- Percent employees with current performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Percent employees with current performance evaluations = 99.6%*

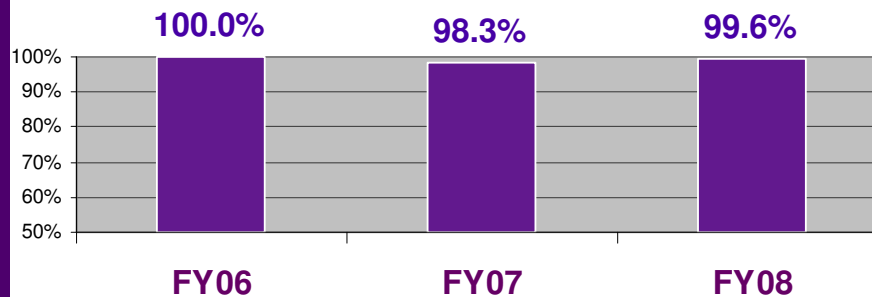
Total # of employees with current performance evaluations* = **989****

Total # of employees* = **993****

*Applies to employees in permanent positions, both WMS & GS

**Represents total number of WMS and GS employees with performance evaluations due between 7/1/07 to 6/30/08.

Percent Employees with Current Performance Evaluations FY06 – FY08



Data as of June 30, 2008

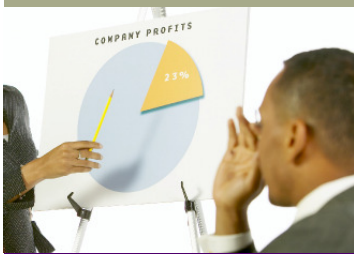
Source: Agency Performance Evaluation Tracking System

Analysis:

- DOR increased the percent of employees with current evaluations 2.3% from FY07.
- This measure is reported to the Strategy Team on a quarterly basis to ensure all divisions are aware of current status.
- The data reflects that four employees did not have current performance evaluations in FY08.
- Appointment of a new Assistant Director and the legislative session impacted timely evaluation completion for four employees.

Action Steps:

- All divisions are taking proactive measures to ensure completion of evaluations.
- DOR will continue to provide consultation and training for managers and supervisors and contact divisions monthly with evaluations due that were not received.
- DOR will continue to emphasize the performance evaluation process in our New Supervisory Orientation class.
- DOR will continue to send out monthly performance evaluation reports to supervisors.
- Agency management will be reviewing available best practices and tools for measuring quality for this measure.



Reinforce Performance

Employee Survey “Performance & Accountability” Ratings

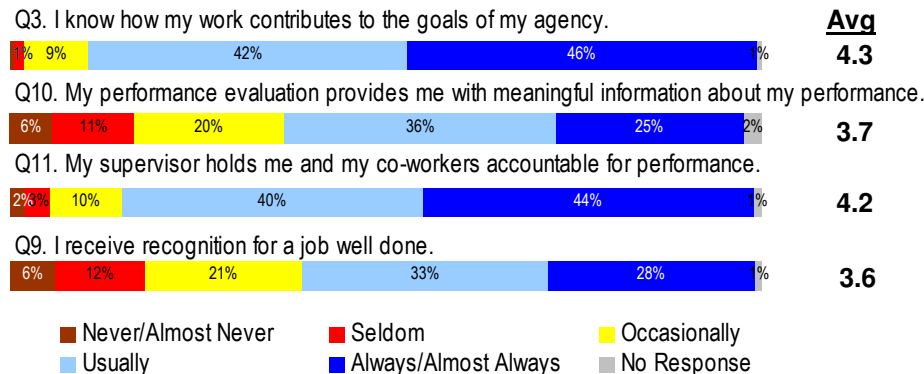
Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures:

- Percent employees with current performance evaluations
- Employee survey ratings on “performance and accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Agency Priority: Low



DOR average rating for “Performance & Accountability”: 4.0

State average rating for “Performance & Accountability”: 3.8

Data as of October 2007
Source: 2007 DOP Climate Survey Results

Analysis:

- GMAP continues to be cascaded into the agency. The two largest divisions, Audit and Compliance, use the internal GMAP process and tools at their divisional management meetings.
- Overall average score for *Reinforce Performance* increased by + 0.12% from April 2006 to September 2007.
- The largest improvement margin within *Reinforce Performance* was a + 0.27% for question 9 (recognition).

Action Steps:

- All divisions will cascade the agency Strategic Business Plan throughout the work units by discussing the connections and contributions to the agency’s success.
- All divisions will cascade the internal GMAP Dashboards into divisional management processes in FY09.
- New Supervisor Orientation will incorporate strategies for meaningful performance evaluations and ongoing performance feedback.
- The Learning Management System, tracked through the Strategic Business Planning process, will ensure an overall framework and collaborative approach to performance feedback and evaluation.¹⁸

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Low

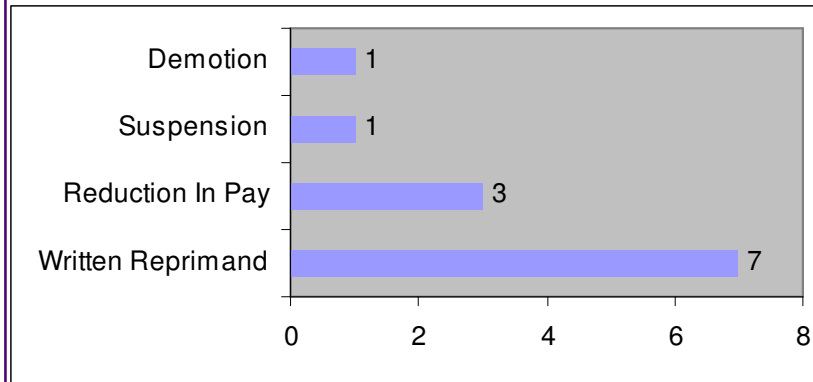
Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures:

- Percent employees with current performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Disciplinary Action Taken
Time period = 7/1/07 through 6/30/08



Analysis:

- The Department of Revenue continues to have a very low number of formal disciplinary actions.
- Formal disciplinary actions represent 1.2% of the total permanent employee count (June 2008).

Action Steps:

- Continue to provide supervisors and managers with training for Just Cause Disciplinary Actions, Collective Bargaining and Labor Relations, and other HR Core Competencies.

Issues Leading to Disciplinary Action

- Failure to follow work expectations
- Excessive unauthorized leave
- Inappropriate behavior/communication
- Unacceptable work performance
- Misuse of state resources
- Unauthorized use of taxpayer information

Data as of 6/30/08

Source: Business Intelligence (DOP) and Agency Disciplinary Tracking System



Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: Low

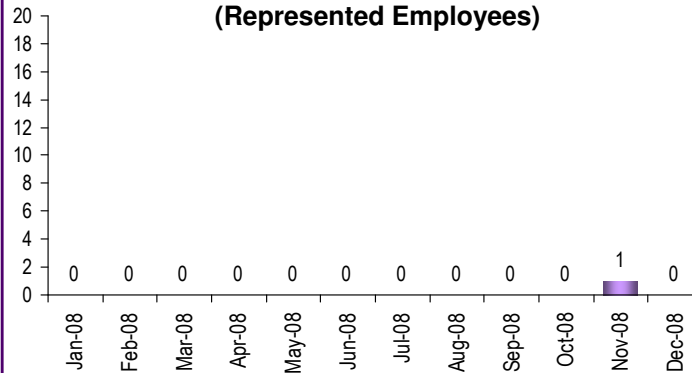
Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures:

- Percent employees with current performance evaluations
- Employee survey ratings on "performance and accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)



Total # Disciplinary Grievances Filed: [1]

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 7/1/07 through 6/30/08

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 7/1/07 through 6/30/08

- One disciplinary grievance was settled at Step 3.

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 7/1/07 through 6/30/08

No appeals reported during this time period

*Outcomes issues by Personnel Resources Board

Data from 7/1/07 to 6/30/08
Source: Agency Disciplinary Tracking System

Ultimate Outcomes

Employee Survey "Employee Commitment" Ratings

Ultimate Outcomes:

- Employees are committed to the work they do and the goals of the organization
- Successful, productive employees are retained
- The state has the workforce breadth and depth needed for present and future success

Performance Measures:

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Agency Priority: Medium



DOR average rating for Employee Commitment: 4.0

State average rating for Employee Commitment: 3.7

Analysis:

- Overall average score for *Ultimate Outcomes* increased by + 0.18% from April 2006 to September 2007.
- GMAP continues to cascade internally through the Operations Team Meeting GMAP forum, while the GMAP Intranet page receives high traffic and allows individual employees to see a stronger reflection of their work in the GMAP process.

Action Steps:

- Based upon the WSQA Application, Feedback Report and internal Gap Analysis, the leadership team prioritized succession planning, strategic planning, and workforce analysis for agency accountability. All action plans will be created by December 2008 and monitored on a quarterly schedule. The Departments of Revenue and Social & Health Services lead an Interagency Baldrige Roundtable for implementation efforts following a WSQA evaluation.
- The annual, agency Employee Recognition Awards program continues to recognize record numbers of employees. Improvement actions for the next cycle include letters in the winners' employee files, increased media release, and an adjusted nomination period for better scheduling.

Data as of October 2007

Source: 2007 DOP Climate Survey Results

Ultimate Outcomes

Turnover Rates

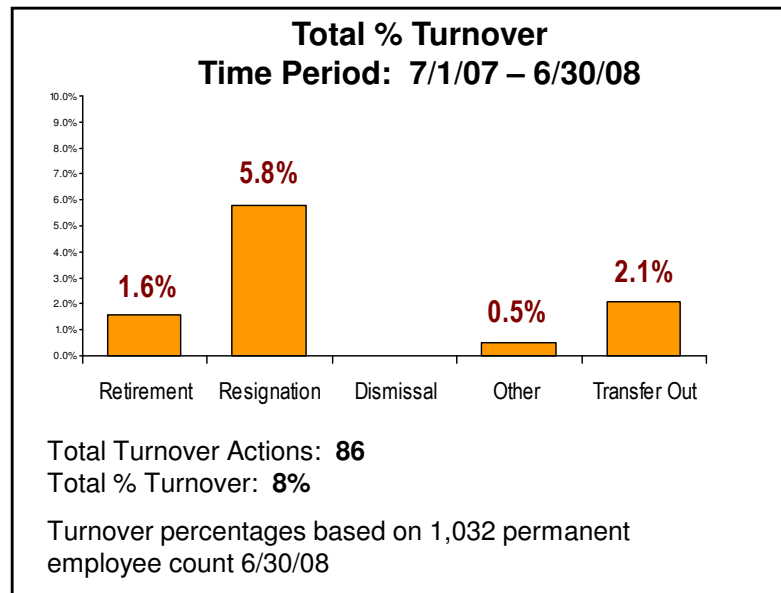
Ultimate Outcomes:

- Employees are committed to the work they do and the goals of the organization
- Successful, productive employees are retained
- The state has the workforce breadth and depth needed for present and future success

Performance Measures:

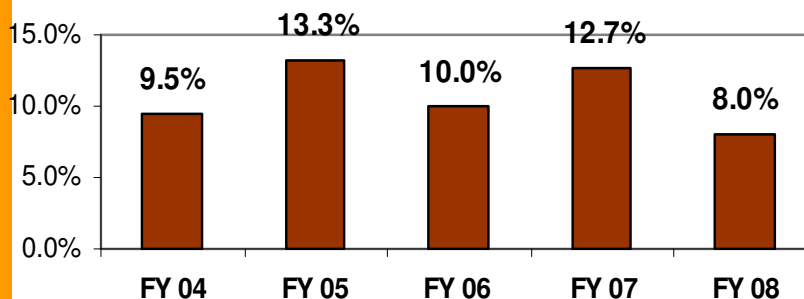
- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Agency Priority: Medium



Note: Movement to another agency is currently not available in HRMS/BI but is reported due to agency turnover tracking system.

DOR Turnover FY04-FY08



Analysis:

- Turnover includes "transfer out" actions to other state agencies.
- Overall agency turnover decreased by 4.7% from 12.7% in FY07 to 8% in FY08.
- The 86 turnover actions include 18 transfers out of the agency, 50 resignations, 14 retirements, and 4 in the "other" category occurring during this reporting period.

Action Steps:

- An agency-wide Succession Planning Committee has identified necessary strategies and steps for employee development, which will include mission critical and key roles in DOR.
- DOR will continue to collaborate with other state agencies to identify potential opportunities to improve retention.
- DOR will continue to gather and assess data collected through the agency's standardized agency exit survey and direct resources to address areas of high turnover.
- One of the agency's four strategic goals for 2008-2013 is to *Develop, Retain and Value a High Quality, Diverse Workforce*.

Data as of 6/30/08

Source: Business Intelligence (DOP) and Agency Turnover Tracking System

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

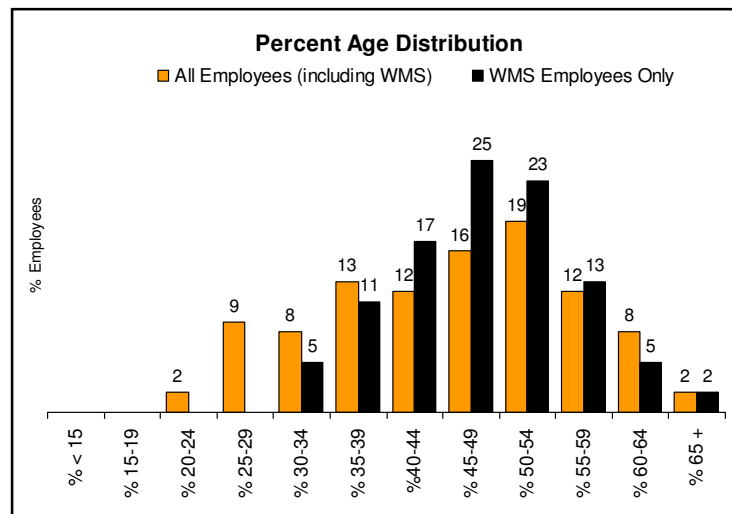
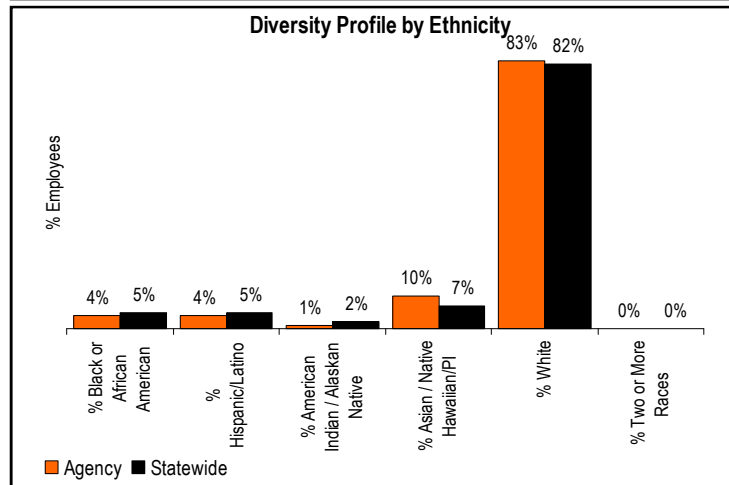
Workforce diversity profile

Retention measure (TBD)

Agency Priority: High

Workforce Diversity Profile

	Agency	State
Female	57%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	2%	2%
People of color	18%	18%
Persons over 40	69%	75%



Analysis:

- DOR's diversity profile closely matches the demographics of the state workforce.
- The recruitment of Vietnam-era veterans remains a challenge.

Action Steps:

- DOR's Diversity Plan Committee is developing a comprehensive program to encourage diversity, cultural competency and the long-term retention of a highly qualified, diverse workforce.
- DOR will expand its recruitment and outreach efforts targeted at the employment of Veterans and People of Color by participating in diversity network events.
- One of the agency's four strategic goals for 2008-2013 is to *Develop, Retain and Value a High Quality, Diverse Workforce*.

Data as of June 2008
Source: Business Intelligence (DOP)

Ultimate Outcomes

Employee Survey “Support for a Diverse Workforce” Ratings

Ultimate Outcomes:

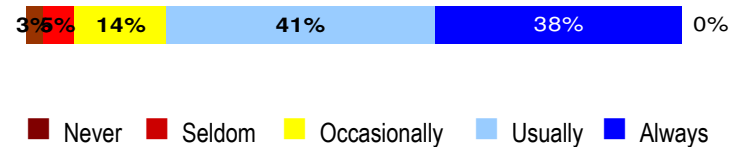
- Employees are committed to the work they do and the goals of the organization
- Successful, productive employees are retained
- The state has the workforce breadth and depth needed for present and future success

Performance Measures:

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Agency Priority: Medium

Q13. My agency consistently demonstrates support for a diverse workforce.



DOR average rating for Supporting a Diverse Workforce: 4.1

State average rating for Supporting a Diverse Workforce: 3.8

Analysis:

- Of the 79% of respondents who indicated that DOR “Usually” or “Always” consistently demonstrates support for a diverse workforce, supervisors and managers have a more favorable response than employees.
- Additional data analysis shows 66% of the same survey pool indicated they “Strongly Agree” or “Somewhat Agree” that Revenue recruits and retains a diverse workforce.
- An interdivisional Diversity Planning Committee convened in FY07 to develop recommendations for increasing workforce diversity and cultural competency within the agency.
- One of the agency’s four strategic goals for 2008-2013 is to *Develop, Retain and Value a High Quality, Diverse Workforce*.

Action Steps:

- DOR will continue to work on the agency’s diversity plan by implementing the strategies developed by the Diversity Plan Committee.
- DOR’s Human Resource Division will be participating in diversity network events to enhance our outreach to various diverse communities. For example, DOR’s recruiter will attend the Diversity Panel – “Successful Business Practices for Recruiting and Accommodating People with Disabilities” on October 16, 2008.

Data as of October 2007

Source: 2007 DOP Climate Survey & 2007 DOR Employee Satisfaction Survey